

CHAPTER 2 COMPREHENSIVE PLAN: ECONOMIC DEVELOPMENT ELEMENT

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200 DECLARATION OF MAJOR POLICIES

- 200.1 The economic development policies of the District are designed to provide the necessary framework for the expansion and enhancement of economic development activities:
- (a) The purpose of the economic development policies is to build upon the District's role as the Nation's Capital and the economic center of the National Capital region.
 - (b) The District has been the predominant force for economic growth in the national Capital region for well over a century. Although this role has changed over the last several decades, the District remains the vital core and driving force in the region's economy.
- 200.2 The District is the unchallenged center of federal government activities. Most federal and private-sector jobs are located in the Central Employment Area. Sixty percent (60%) of all federal jobs in the region were located in the District as of 1990. Over one-third (1/3) of all jobs located in the District are in the federal government.
- 200.3 The District, compared to other regional jurisdictions, has the most private-sector segments contributing to the health and stability of the region. Development of major service facilities, such as the Metrorail system, the Convention Center, and major hotels has strengthened the Central Employment Area and reinforced the District's regional centrality.
- 200.4 Despite enormous competition from the individual suburban jurisdictions, the District's private sector economy grew from 1980 to 1990. This growth was especially pronounced in the service industries, which include a broad range of business, professional, educational, health, and other related services.
- 200.5 The District's overall economic development goals are to generate a high-performance economy, create job opportunities for District residents, expand the revenue base through a strong, growing citizen-business-government partnership, and develop a program that moves from economic development planning through implementation and completion of projects.

- 200.6 The District government will take a clear leadership role in defining economic objectives and policies and installing effective instruments for economic planning and implementation.
- 200.7 The District intends to build on its recognized assets and to strengthen those that have been neglected. To do this, the District must organize for effective economic development and, most importantly, achieve an effective working partnership with the private sector.
- 200.8 The District places a high priority on expanding its role as a leading center for national and international tourism and international business.
- 200.9 Expansion of the District's preeminent role as the location for corporate and other headquarters, including the vast network of membership organizations representing business, labor, professional, social, and religious associations throughout the United States, is another priority.
- 200.10 Also of high priority is the development and implementation of policies and strategies that generate new and productive uses of currently underused commercially and industrially zoned lands. This includes both the attraction of new industries representative of advanced technologies as well as the support, maintenance, and expansion of existing businesses, including those necessary to service the federal and District governments, the private sector, and the tourism industry.
- 200.11 Economic development outside of the Central Employment Area is of equal importance to the District.
- (a) Revitalization of older business areas is a high priority; and
 - (b) The efforts outlined in this section, together with the seeding of new businesses, will expand the economic base of the District, create jobs, enhance residential neighborhoods, and attract businesses and consumers from the entire region.
- 200.12 The District is fundamentally committed to preparing its labor force with the education and occupational skills to participate effectively in the expansion and diversification of the District's economy.
- 200.13 The generation of sufficient tax revenues to fund the District's budget is a top government priority. Economic development programs that contribute to this goal should be promoted.
- 200.14 Affordable, quality child care is an essential precondition for parents with children under the age of fifteen (15) to enable them to work, seek employment, complete school, and participate in job training programs.

- 201.1 It is the goal of the District to retain and expand existing businesses, attract new industries, and create jobs for its residents. It is an equally important goal to facilitate and develop business ownership and employment advantages for those underrepresented in the District's productive economy.

202 ECONOMIC DEVELOPMENT AND GROWTH

- 202.1 Implement the National Capital Revitalization Corporation (NCRC) as a citywide economic development organization to enhance economic growth and job opportunities by making loans or investments in projects and businesses, buying and selling land and buildings, performing additional development-related functions, and incorporating other public and private economic development activities and programs.

203 DISTRICT PROMOTION

- 203.1 The District promotion objective is to promote the District as a leading center for business and tourism by means of well-funded local, regional, national, and international promotion and public relations efforts sponsored by the government and by the private sector.
- 203.2 The policies established in support of the District promotion objective are as follows:
- (a) Aggressively promote the District as the location of choice for a variety of appropriate industries, including advanced technology research, development and production; aggressively promote activities related to the federal presence, including headquarters of businesses and national membership organizations and legal services; and aggressively promote businesses that provide goods and services to the District's office and tourist-related sectors, including printing, publishing, hotels, restaurants, and retailing businesses;
 - (b) Intensify promotion of the District as a major trade and convention center possessing facilities that can comfortably accommodate conventions of any size at any season of the year;
 - (c) Advertise the cosmopolitan image of the District and its cultural facilities as part of the District's economic development fabric;
 - (d) Encourage interaction between the District's universities and the District's business community to further the District's economic development program, particularly as it relates to the research and development sectors;
 - (e) Promote the District as the national center for international business and financial activity, building on the presence of the World Bank, the International Monetary Fund, the Inter-American Development Bank, other related organizations, and the capacity of the private banking community to support international trade and business;

- (f) Develop special marketing efforts to attract enterprises that provide unique services or merchandise which can be expected to draw clientele and visitors from the entire region and beyond;
- (g) Promote the economic development entity as a central implementation resource with the expertise, knowledge, commitment, and resources for both new and expanding business development;
- (h) Encourage the full development of hotels and lodging facilities in the Downtown area with particular emphasis on the hotel priority areas defined in the Downtown Element of the Plan;
- (i) Provide that the nonfederal areas adjacent to the mall and other tourist attractions have adequate public safety, health, and emergency services for visitor needs; and
- (j) Support the enhancement of visitor services in Downtown near the monumental core, including the traditional forms of service and information or recreation, hotels, restaurants, nightclubs, historic resources, and shopping facilities in Downtown and other special areas of the District.

204 STIMULATING PRIVATE SECTOR GROWTH

- 204.1 The stimulating private sector growth objective is to strengthen and expand the District government's active involvement in creating a positive operational environment for all economic activities, including setting development priorities, joint venturing, and strengthening the District's competitive position in the region's economy.
- 204.2 The policies established in support of the stimulating private sector growth objective are as follows:
 - (a) Provide and support a variety of actions and strategies conducive to a positive climate for economic growth;
 - (b) Strengthen public safety in and around economic activity areas as well as in residential neighborhoods;
 - (c) Enhance the environmental quality of areas of significant development through guidelines related to access and egress, setbacks, landscaping, lighting, facades, and structural relationship to adjacent buildings;
 - (d) Provide for governmental participation in joint ventures and co-investment in sound economic endeavors which increase job opportunities and benefit the District's

economy, including the use of loans, loan guarantees, and provisional tax relief or abatement;

- (e) Provide for the reexamination of the controls on the use of retirement or pension funds in economic development projects;
- (f) Expand access to equity and debt capital to assist small and medium sized firms to secure long-term debt financing. Loan guarantees to local banks and savings and loan associations can help create capital essential to their development needs;
- (g) Provide financial assistance or other public supports to nontraditional forms of ownership, including marketing cooperatives and employee-owned enterprises;
- (h) Support viable nonprofit economic development projects to increase the supply and improve the quality of needed community goods and services;
- (i) Assist community organizations in acquiring the technical and financing skills to participate effectively in planning and coordinating economic development projects in their respective communities;
- (j) Address the space needs of incubator and experimental industries, and reduce regulations for cottage (home-based) industries;
- (k) Encourage increasing university participation in economic development efforts. Where appropriate, efforts might include assisting small and medium sized firms in research and development projects and supplying data and information to the business community on economic trends and new industry ventures;
- (l) Strengthen programs to retain small and minority businesses and encourage their growth and development throughout the District, including Downtown; and
- (m) Place a high priority on stimulating and facilitating a variety of commercial, retail, and residential development investments appropriate to selected Metrorail station areas outside of the Central Employment Area, consistent with the Land Use Element and any ward and small area plan, and with sensitivity to surrounding areas.

205 ECONOMIC DEVELOPMENT IN DOWNTOWN AND THE CENTRAL EMPLOYMENT AREA

- 205.1 The economic development in Downtown and the Central Employment Area objectives are to stimulate renewed economic vitality and job generation Downtown and to encourage additional development, economic diversification, and job generation in portions of the Central Employment Area outside Downtown.

205.2 The policies established in support of the economic development in Downtown and the Central Employment Area objectives are as follows:

- (a) Provide for the establishment of a joint public and private Downtown management entity to coordinate Downtown activities and to function as a Downtown advocate;
- (b) Support an advisory design and development review system which encourages excellence in Downtown design and development and which uses an efficient and streamlined process. This review will be based on specific criteria to be established for new construction and redevelopment. It should be conducted through the Office of Planning prior to the establishment of the system;
- (c) Provide for the use of incentives to assist in achieving the Plan's objectives, especially for housing, cultural activities, historic preservation, and to support ongoing management functions;
- (d) Promote the use of the public transportation system, control traffic and congestion in Downtown, and encourage sufficient parking facilities, including the concept of "shared" parking by commuters, patrons, and residents;
- (e) Provide for shopper accessibility to Downtown, including physical design amenities at a pedestrian scale which enhance the pedestrian climate;
- (f) Encourage and assist development and employment growth in other parts of the Central Employment Area, with special emphasis on achieving the mix of land uses, residential and commercial, that promotes increased economic activity in the evenings and weekends as well as during the work day;
- (g) Locate Metrobus terminals in the F Street retail core and other retail areas to make shopping more accessible to persons transferring between buses;
- (h) Support significant new commercial and mixed-use developments in the Northeast No. 1 /Eckington Yards, South Capitol Street/Buzzard Point, and Anacostia Metrorail Station development opportunity areas as appropriate to their inclusion within an expanded Central Employment Area; and
- (i) While Downtown commercial development should continue to be encouraged, increased emphasis should be placed upon commercial development in traditionally neglected and underserved communities, such as Anacostia, H Street, N.E., 14th Street, N.W. (in Columbia Heights), and Georgia Avenue, where job creation is a priority.

206.1 The economic development outside the Central Employment Area objective is to create and expand economic activity and employment centers in target areas outside the Central Employment Area.

206.2 The policies established in support of the economic development outside the Central Employment Area objective are as follows:

- (a) Provide direction and active support to the creation of an economic development entity that would stimulate well-planned economic activity centers along major commercial corridors, at selected Metrorail stations, at currently underused commercially and industrially zoned sites, and at the neighborhood level;
- (b) Support the appropriate development of the New York Avenue corridor area, the Howard Gateway areas, the Minnesota-Benning Metro area, the River Terrace, N.E., area, the Capitol View (East Capital Street) area, the Greenway Shopping Center area, the Georgia Avenue, N.W. corridor, the Camp Simms area, the H Street, N.E., corridor, and the Martin Luther King, Jr. Avenue, S.E. and Alabama Avenue, S.E., corridors, and the 14th Street, N.W., U Street, N.W., 7th Street, N.W., and Mount Vernon Square corridors, including making these redevelopment efforts priority items on the working agenda of the economic development entity;
- (c) Implement updated plans for the longstanding urban renewal corridors that are consistent with the Plan's objectives and policies;
- (d) Review and recommend appropriate amendments to the Zoning Regulations (Title 11 DCMR) in commercially and industrially zoned areas to be consistent with development objectives, yet allow for the orderly growth of appropriate economic activity in areas adjacent to residential communities;
- (e) Maximize the leverage potential of public funds to produce private sector investments and loans in target areas that may be considered areas of high risk; and
- (f) Support the establishment of a quasi-public development corporation to maximize public and private investments in the development, maintenance, and use of property along the New York Avenue corridor in a manner suitable to its location as a major transportation gateway into the District, and to implement land use policies established for this corridor.

207 IMPROVING LABOR FORCE JOB SKILLS LEVELS AND EMPLOYMENT OPPORTUNITIES

207.1 The improving labor force job skills levels and employment opportunities objective is to expand the occupational skills and job opportunities for District residents, particularly the

unemployed, the underemployed, the economically disadvantaged, and youth preparing to enter the labor force in the coming years.

207.2 The policies established in support of the improving labor force job skills levels and employment opportunities objective are as follows:

- (a) Attract labor-intensive industries which employ, in significant proportions, semi-skilled and unskilled workers;
- (b) Seek maximum involvement of the private sector in setting policy and giving support to training and job placement programs;
- (c) Seek optimum involvement of the Board of Education, the Board of Trustees of the University of the District of Columbia, and other educational institutions in the planning and implementation of educational and skill attainment standards and in the development of special programs as set forth by the public and private sectors;
- (d) Develop curricula at magnet schools and career development centers which reflect the skill needs and attainment standards set by the public and private sectors;
- (e) Encourage the Board of Education to support the District's training efforts through its basic and adult education programs;
- (f) Provide increased levels of job market analysis, particularly focused on future jobs in both the public and private sectors so that training programs meet the future job needs of employers;
- (g) Continue the development and dissemination of information on the labor market and labor force in the District of Columbia and the Primary Metropolitan Statistical Area;
- (h) Maximize by specific administrative requirements and standards, the employment of District residents in all District public works and economic development programs;
- (i) Support an expanded base and role for the District job bank and employment service centers throughout the National Capital region so that these services become the employment resources of choice among employers and job seekers;
- (j) Promote compliance by private sector employers regarding equal employment opportunity and affirmative action requirements for women, Blacks, Hispanics, and others underrepresented in the District's economy;
- (k) Expand on-the-job training, pre-apprenticeship, and apprenticeship programs for high school and University of the District of Columbia students enrolled in specific occupational career curricula;

- (l) Review the District's occupational accreditation and licensing policies to ensure they are relevant to contemporary standards and needs;
- (m) Recognize and address the special employment needs of women, particularly the heads of households; and
- (n) Encourage increased employee opportunities for alternative work schedules, such as part-time employment, flex-time, job-sharing, and in-home employment, to accommodate the needs of working parents and others responsible for the care of children or other dependents.

208 NEIGHBORHOOD AND MULTI-NEIGHBORHOOD RETAIL AND COMMERCIAL CENTERS

- 208.1 The neighborhood and multi-neighborhood retail and commercial centers objectives are to encourage and actively promote the development of active and effective community development corporations (CDC's) and similar neighborhood-based economic development groups, and to integrate these groups into the District's overall planning for and implementation of economic development activities, with particular emphasis on areas east of the Anacostia River.
- 208.2 The policies established in support of the neighborhood and multi-neighborhood retail and commercial centers objectives are as follows:
- (a) Give priority to neighborhood economic development, incorporating the participation of qualified neighborhood development organizations or community development corporations;
 - (b) Designate an appropriate unit of government to work closely and directly with qualified CDC's to undertake neighborhood economic development effectively;
 - (c) Assist CDC's in identifying development opportunities in specific areas of the District that are appropriate for retail development;
 - (d) Support the inclusion of CDC's in neighborhood-based projects involving government-owned land where appropriate and feasible;
 - (e) Employ CDC's, when qualified, to provide contractual services such as overseeing the hiring of local residents and monitoring compliance with affirmative action plans;
 - (f) Promote co-venture initiatives involving the District government, community groups, private developers, lenders, and others, as appropriate;

- (g) Use public resources, local and federal, to leverage private sector participation in achieving neighborhood development projects. Funds for community-based economic development should be leveraged to the greatest extent possible;
- (h) Share with CDC's public information about proposed economic development projects in or affecting their neighborhoods;
- (i) Where appropriate, promote the inclusion of CDC's in large-scale projects, including those Downtown and at Metro sites;
- (j) Actively seek to expand the financial resources available to CDC's, including resources which enable qualified CDC's to realize specific income-producing development opportunities and including the promotion of direct involvement by local financial institutions in community-based projects; and
- (k) Develop with the participation of CDC's guidelines and standards for the provision of funding and other forms of assistance for CDC's.

209 PUBLIC ACTION

- 209.1 The public action objective is to facilitate the District's economic development program by providing coordinated governmental responses to program and implementation issues.
- 209.2 The policies established in support of the public action objective are as follows:
 - (a) Assign appropriate economic development and implementation responsibilities to a joint public and private economic development entity for the purpose of carrying out the District's economic development plans;
 - (b) Examine building codes and other development regulations to eliminate obsolete and duplicative regulations which may adversely affect economic development and provide appropriate, simplified, and expedited processes for reviewing both applications and objections to applications, and to establish a process to enable individuals and businesses to challenge the validity of regulations;
 - (c) Review all industrially zoned districts, from the standpoint of the economic development program, and recommend, as appropriate, alternatives that encourage and support the development of desired economic activities, including light industry, consistent with the Plan's objectives;
 - (d) Provide government support, resources, and incentives to implement the District's economic development programs and to promote governmental participation in economic development projects and local development corporations;

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- (e) Ensure coordination between the economic development entity and capital improvement planning;
- (f) Complete the timely marketing of all urban renewal parcels in accord with the Plan priorities, examine renewal requirements which may contribute to disposal delays, and arrange for prompt transfer of renewal lands to accepted bidders;
- (g) Investigate the feasibility of a tax credit or community investment tax reduction to existing firms that establish major training and retraining programs in currently marketable skills;
- (h) Seek to target government economic development programs to areas of greatest need, which include older business areas that need revitalization and commercial centers that inadequately serve surrounding residential areas;
- (i) Recognize the importance of professional sports in achieving economic development goals and support efforts to return major league baseball to the District;
- (j) Encourage developers of new and rehabilitated residential or commercial developments to provide space for non-profit child-care facilities or contribute funds to a trust fund to be used for child-care subsidy or voucher programs;
- (k) Facilitate the establishment of new and the expansion of existing child-care facilities in residential, commercial, and mixed use areas;
- (l) Provide information and technical assistance to employers that operate in the District to encourage the employers to provide child-care services and facilities for their employees;
- (m) Enact programs and policies to ensure the availability of financial assistance and tax credits to community organizations and employers, that start child-care facilities in areas of greatest need; and
- (n) Provide adequate subsidies to each eligible parent with a child under the age of fifteen (15) years who requires child-care to participate in an educational program, job training, or employment.

209.3 In the fall of 1998 a broad-based, consensus-building effort that included more than 400 business, civic, community, and government leaders resulted in the development of the "Strategic Economic Development Plan for Washington, D.C." A 30-member steering committee developed 40 key actions that represent the first steps to implement the overall plan, some of which have already begun. The Office of Planning, in consultation with the Mayor, the Council, the public, and the National Capital Planning Commission, shall conduct a planning analysis of this strategic economic development plan and determine whether components of this plan should be incorporated within proposed amendments to the

Comprehensive Plan to be submitted to the Council for review and approval. Listed below, in sections 209.4 through 209.7, is a summary of the 40 actions which emerged from six industry networks and six cross-cutting policy working groups focusing on Strategic Industries, Strategic Populations, and Strategic Areas:

209.4 Strategic Industries

(a) Grow Industry Networks

- (1) Action 1: Reduce Taxes To Encourage Business Use Of New Technology - Implement tax reductions to promote new technology in business firms, including accelerated depreciation of computer equipment, reducing taxes on software development, and eliminating the tax on Internet access.
- (2) Action 2: Create Hospitality Industry Plan for the Entire City - Generate a comprehensive Hospitality Industry Plan to attract visitors and tourists to spend more time and money during the day and in the evening at sites and businesses both downtown and in Washington, D.C.'s culturally rich and diverse neighborhoods.
- (3) Action 3: Involve Universities In Supporting Economic Development - Encourage local universities to provide technical and financial packaging assistance for small business entrepreneurs, including minority-owned and community-based firms. In this inner-city economic development initiative, universities also will reach out to the business community to establish a mentoring network for small entrepreneurs, as well as conduct field studies, special courses, research, policy analysis and other related economic development activities.
- (4) Action 4: Streamline Health Care Industry Regulations - Level the regulatory playing field with health care providers in the surrounding region by simplifying the Certificate of Need process, permitting procedures, and licensing requirements.
- (5) Action 5: Launch A Media Campaign To Improve The City's Image - Mount a comprehensive three-year print and broadcast media campaign, starting with a videotape on the Strategic Economic Development Plan, to improve the city's image in the region and around the world.
- (6) Action 6: Establish A Technology Council To Attract And Expand Firms - Establish a Washington, D.C. Technology Council to support attraction and expansion of technology-based business firms and jobs in the city.

(b) Grow Businesses and Jobs

- (1) Action 7: Expand The Marketing Center To Retain And Attract Firms - Increase funding to expand the Washington, D.C. Marketing Center by adding

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staff and resources for aggressively retaining and attracting businesses and jobs, targeting firms in the Industry Networks with special incentives and marketing campaigns to generate 1,000 new jobs annually. The Marketing Center would work with the public and private sectors to improve the availability of information needed for economic development, including an Early Warning System for potential business relocations, computerized geographic information systems, and an ongoing census of firms and associations conducting business within the city.

- (2) Action 8: Implement Reforms In Consumer And Regulatory Affairs - Take immediate action to implement recently adopted management reforms and legislation, especially the recommendations of the Business Regulatory Reform Commission, to transform the Department of Consumer and Regulatory Affairs into a more responsive agency.
- (3) Action 9: Provide Targeted Incentives To Grow Firms And Expand Jobs - Provide incentives for businesses, such as MCI-WorldCom, to relocate or expand in Washington, D.C. connecting these incentives to encouraging employment opportunities for city residents.
- (4) Action 10: Assist Local Firms In Obtaining Federal And Private Contracts - Provide local firms with technical assistance in bidding on federal procurement contracts to capture a larger share of this rapidly growing multi-billion dollar activity for Washington, D.C.'s companies and workers. Also, work with other major employers and institutions, such as the World Bank, Inter-American Development Bank., International Monetary Fund, Fannie Mae, and many others, to increase contracts for the city's companies to provide goods and services.
- (5) Action 11: Increase Capital Availability For Community-Based Businesses - Utilize various tools to expand available capital financing for business start-ups and expansion, and for neighborhood economic development, including community development financial institutions such as the City First Bank, Community Reinvestment Act commitments from mainstream lending institutions, and public programs offered by the Small Business Administration and other entities.
- (6) Action 12: Promote Metropolitan Cooperation For Mutual Economic Benefit - Promote metropolitan cooperation that serves the combined economic interests of the city and the region, including connecting Washington, D.C.'s residents to metropolitan jobs, creating NoMa as multimedia/technology district focused on generating "content" for growing information technology and telecommunications businesses, extending Metrorail to Dulles Airport to strengthen the ties between downtown Washington, D.C. and metropolitan growth, co-sponsoring the Olympic Games to be held in the Washington-Baltimore region during the summer of 2012, promoting the Washington, D.C. Bicentennial in the year 2000,

developing the Empowerment Zone as a partnership of Washington, D.C. and Prince George's County, and having the Washington, D.C. Marketing Center work actively with the Greater Washington Initiative in marketing the region to attract and retain businesses and jobs.

- (7) Action 13: Strengthen Economic Partnership with the Federal Government - Work to improve the city's partnership with the federal government by aggressively marketing available incentives, focusing on the redevelopment of surplus property, exploring options for increased funding, making greater use of federal agency resources, and promoting innovative economic development efforts such as the U.S. Navy's "Bridges to Friendship" initiative tied to expansion of employment at the Navy Yard. Through the Washington D.C. Marketing Center, monitor and take action to prevent federal jobs and agencies from leaving the city, as well as actively recruit federal employment back from locations outside the city.

209.5 Strategic Populations

(a) Workforce Development

- (1) Action 14: Establish The Workforce Investment Board As A Clearinghouse - Establish the Workforce Investment Board (WIB) as a public-private partnership in Washington, D.C. serving as a central clearinghouse and network to link education, community-based support services, skills training, and job placement with employers and industry associations. The WIB should promote and enforce standards of accountability and performance by job training providers, and spearhead management reforms in the Department of Employment Services.
- (2) Action 15: Expand The Role Of The University of the District of Columbia - Build the capacity of the University of the District of Columbia (UDC) to meet the needs of the Industry Networks and other major employers by expanding Associate Degree programs to complement the existing four-year curriculum.
- (3) Action 16: Support Public "School-To-Career" Programs and Charter Schools- Provide resources for public "school-to-career" programs and public charter schools to train students for jobs in growing industries such as hospitality and information technology.
- (4) Action 17: Connect Washington, D.C. Residents To Metropolitan Jobs - Enable the city's residents to obtain good jobs throughout metropolitan Washington by supporting the Regional Jobs Initiative, Bridges to Work, and similar partnership activities linking suburban employers with city-based providers of job training and placement, transportation, child care, and related support services.

(b) Attracting and Retaining Residents

- (1) Action 18: Promote Homeownership With Employers, Churches, and Schools- Working through the Washington, D.C. Partners in Homeownership, recruit major neighborhood employers such as universities and hospitals, and key community institutions including churches and schools, to offer incentives for moving and living in Washington, D.C.'s neighborhoods and generating 1,000 new homeowners annually.
- (2) Action 19: Increase Downtown Housing and Mixed-Use Retail, Services, and Arts - Increase rental housing and homeownership in the downtown area east of 15th Street, N.W. by making more publicly owned sites available for residential and mixed-use development including retail stores and services, by providing tax increment financing, and by offering land use incentives such as zoning modifications which grant commercial and retail density bonuses to encourage housing development. Construct or expand arts, entertainment, and cultural activities and facilities in and near downtown, including a new national music museum.
- (3) Action 20: Support and Develop Neighborhood Arts, Culture, and Tourism - Provide increased public and private financial support for neighborhood tourism, historic heritage tours, arts festivals and cultural activities, and create a citywide Heritage Tourism Trail including the African-American Civil War Memorial and other sites. Establish a non-profit Cultural Development Corporation to build and manage arts, entertainment, cultural, and specialty retail activities and facilities in neighborhoods throughout the city.
- (4) Action 21: Demolish And Redevelop Blighted Properties - Condemn, acquire, and demolish vacant and blighted buildings in Washington, D.C.'s neighborhoods and make the land available to those who have a feasible plan for redevelopment. Grant the Board of Condemnation of Insanitary Buildings the legislative authority to demolish property consistent with historic preservation guidelines.
- (5) Action 22: Enhance Community Safety By Impounding Cars Used In Crime- Remove barriers to implementation of existing laws by developing a secured parking lot for motor vehicles used in criminal activities that are confiscated and impounded by police officers.

209.6 Strategic Areas

(a) Downtown

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- (1) Action 23: Attract Retail Investment Downtown In The F Street Corridor - Attract investment to the F Street retail corridor and the Woodward and Lothrop building downtown through public-private cooperation.
- (2) Action 24: Use Relocation Of Employment Services To Enhance Development - Redevelop the Department of Employment Services (DOES) building at Sixth and Pennsylvania Avenue, NW, for mixed-use space, including housing, and build a new headquarters for DOES as part of a neighborhood development strategy.
- (3) Action 25: Create Parking Facilities For Tour Buses - Establish centrally-located parking facilities for tour and charter buses, trucks, and other large commercial vehicles, in order to reduce downtown and neighborhood traffic congestion, noise and air pollution, and make downtown and neighborhoods more attractive and welcoming to visitors. Provide convenient local transportation and other amenities at these sites to promote tourist use, and encourage bus companies to create more jobs in the city for local residents.
- (4) Action 26: Develop NoMa As A Technology, Media, Housing and Arts District - Develop "NoMa" - North of Massachusetts Avenue- as a new mixed-use information technology, communications media, arts and entertainment, and housing district in the area from the new Washington Convention Center east to Union Station and north to New York Avenue. Create special financial incentives for technology firms in NoMa by abating or reducing all city taxes. The Department of Housing and Community Development should support a NoMa plan to identify major opportunities for private and public development. Implement the foreign trade zone and establish an "inland port" in the New York Avenue corridor to promote international business activities and make use of federal foreign trade incentives.

(b) Neighborhoods

- (1) Action 27: Focus Business Activity Near Neighborhood Metro Stations - Provide public and private incentives for investment in the areas around neighborhood Metro stations, targeting both existing stations like Anacostia and newly constructed stations such as Columbia Heights. These Metro stations will serve as the primary anchors for economic development in neighborhoods, with an emphasis on promoting community shopping facilities, banks, and related office, commercial, retail, and tourist activity to expand businesses, jobs, and services.
- (2) Action 28: Create Business Improvement Districts For Neighborhoods - Create Business Improvement Districts (BIDs) or "BID-like" organizations, and provide increased support for Merchants' Associations in neighborhood commercial

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areas to offer increased cleanliness, attractiveness, public safety and security, streetscape improvements, and coordinated marketing campaigns.

- (3) Action 29: Build A Metro Station At New York Avenue To Spur Development - Create a public-private financing mechanism to build a new Metrorail station on the existing Red Line near New York Avenue and Florida Avenue, NE, enabling a large area of currently vacant and underutilized land and buildings to be developed for thousands of new jobs and housing opportunities.
- (4) Action 30: Have Federal Incentives Cover Every Neighborhood In The City - Encourage the Congress to pass Congresswoman Eleanor Holmes Norton's bill applying the special Enterprise Zone economic incentives to every census tract in Washington, D.C.
- (5) Action 31: Use Navy Yard Expansion To Generate Local Business and Jobs - Using 5,000 new jobs as leverage, expand the Washington Navy Yard by redeveloping the surrounding area and generating business activity and employment on both sides of the Anacostia River. In preparation, the Department of Housing and Community Development should provide funding for an economic development plan to attract new investment in the Southeast/Southwest waterfront area.
- (6) Action 32: Rebuild East Of The River With Major Stores And Homeownership - Produce a comprehensive development plan for East of the River neighborhoods promoting community and regional retail and office space around Metro stations and other large sites such as Camp Simms, St. Elizabeths and the Anacostia River waterfront, combined with a strong focus on increasing homeownership, and reducing the concentration of blighted and vacant apartment buildings.
- (7) Action 33: Invest In Georgia Avenue To Grow Jobs And Improve Communities - Focusing on key anchors such as Howard University, the new Washington Convention Center, two existing and two Metro stations under construction, and the Eastern Avenue gateway, build a public-private partnership to enhance business activity and create jobs by attracting new commercial investment and development along Georgia Avenue. At the same time, strengthen the quality of life, improve public works, public education, and public safety, and increase affordable homeownership by renovating housing and expanding home financing in adjacent residential neighborhoods.
- (8) Action 34: Use The Empowerment Zone To Increase Community Investment - Take advantage of the city's joint Empowerment Zone application with Prince Georges' County as a means to enhance economic investment in targeted neighborhoods.

- (9) Action 35: Increase Support For Community Development Organizations - Increase public and private support for technical assistance provided to community development corporations and community-based organizations to expand their capacity to develop businesses, jobs, commercial and residential buildings.
- (10) Action 36: Clean Up And Redevelop Hazardous "Brownfield" Sites - Clean up and redevelop environmentally hazardous "brownfields" sites, providing new business and job opportunities for environmentally sensitive activities and expanding available land resources for economic development.

209.7 Implementation

- (a) Action 37: Provide Administrative Management And Leadership - Establish a position, such as a Deputy Mayor for Economic Development, to serve as a main point of contact for businesses, and to coordinate economic development activities conducted by city departments and agencies, including the new Office of Economic Development to be created by the Department of Housing and Community Development and the Economic Development Council being established by the Chief Management Officer. The Deputy Mayor's office would focus primarily on administrative and policy coordination, rather than on expediting large projects or negotiating development deals. For example, this office would design a comprehensive asset management strategy to more effectively utilize available surplus city-owned property designated for economic development. The Deputy Mayor would be responsible for coordinating city government implementation of the Strategic Economic Development Plan for Washington, D.C., working in collaboration with the new National Capital Revitalization Corporation, the private sector, and community groups.
- (b) Action 38: Implement The Citywide Economic Development Corporation - Implement the National Capital Revitalization Corporation (NCRC) as a non-profit, citywide economic development organization to make loans or investments in projects and businesses, buy and sell land and buildings, perform additional development-related functions. and incorporate other public and private economic development activities and programs.
- (c) Action 39: Improve Budget Coordination And Regulatory Streamlining - Create an Office of Management and Budget in the Mayor's Office to evaluate and monitor departments and agencies, and to coordinate budget, regulatory, and policy priorities with the goal of promoting a business and resident-friendly city. Adopt clearinghouse recommendations of the Business Regulatory Reform Commission that establish comprehensive evaluation and monitoring functions.
- (d) Action 40: Establish Ongoing Monitoring To Implement The 40 Key Actions - Establish an ongoing group of business, civic, community, and government leaders to monitor on a regular basis the progress of the Strategic Economic Development Plan

for Washington, D.C. , and particularly to implement the 40 key actions during the coming year. Both the Industry Networks and the Monitoring Group will meet monthly to move forward all 40 action initiatives. They will delineate explicit goals and set measurable performance standards as benchmarks to monitor the results produced. Also, they will establish clear lines of accountability and responsibility for completing each project, and prepare quarterly progress reports covering each of the 40 actions. Implementation of each action will be led by an ad hoc group of key stakeholder organizations and individuals, meeting regularly to accomplish the most important tasks. One organization and one or more designated leaders will commit to bringing each of the 40 action groups together, focusing on successfully achieving the desired outcomes within the next 12 months.

299 DEFINITIONS

- 299.1 The provisions of §199 of chapter 1 of this title and the definitions set forth in that section shall be incorporated by reference in this section.